

### CONCLUSION

To achieve the community's vision for parks and open space, the departments of planning, environmental quality, and recreation parks cultured activities are prepared to implement the recommendations outlined in the Strategic Master Plan.

The following goals have been established:

#### Open Space:

1. Assist in the development of an Alexandria Open Space Public/Private Advocacy Group. An additional 100 acres of open space should be acquired in the next ten years to ensure the current 7.5 acres per 1,000 residents is maintained.
2. Connect the community through an effective trails system by developing fifteen miles of new trails in the next ten years.
3. Establish equal opportunity/proximity to parks, recreation facilities and programs, citywide. Parks and a recreation facility are needed in the far west end of the city.
4. Assist in developing innovative opportunities for creating additional open space with other city departments and citizens.
5. Protect and enhance the urban forest and beautification of the city.
6. Protect and enrich existing parks.
7. Provide the highest level of safety in parks and recreation facilities.
8. Assist in the implementation and completion of the Potomac River Waterfront Plan as it relates to public park land.
9. Assist in protecting and expanding stream valleys and other environmentally sensitive areas.
10. Assist in maximizing use of public school open space areas to satisfy local needs.
11. Assist in enhancing streetscapes and gateways.
12. Continue to explore funding options for acquisitions and protection of properties.

#### Parks:

1. Provide the highest level of safety in parks by creating maintenance standards for all assets within the parks and recreation system.
2. Develop design standards and guidelines for renovation and the development of new parks and facilities based on actual and emerging user demands.
3. Acquire more land for game fields for both adults and youth.
4. Manage existing capacity of fields.

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5. Seek more user investment to offset maintenance costs of fields when user groups want higher levels of maintenance above what the city is currently providing.
6. Acquire land for parks in under served areas of the city for neighborhood parks, especially in the west end of the city.
7. Encourage private sector acknowledgment of their role in providing more parks in high-density areas.
8. Enhance open space requirements for new developments.
9. Curtail granting of encroachments in RPA's and adjacent areas.
10. Increase partnership teams with schools, private institutions and the city to design solutions for new and renovated properties.
11. Improve infrastructure of some parks by investing \$10,000 per acre for lighting, drainage, parking, irrigation and fencing.
12. Enhance existing park maintenance partnerships.
13. Create a dedicated funding source for capital improvements, and land acquisition.

### Recreation Facilities:

1. Explore the feasibility of enlarging Chinquapin Recreation Center to become the multi-generational center the residents desire.
2. Begin planning for the renovation of Patrick Henry and Charles Houston Recreation Center.
3. Explore the feasibility of acquiring property and constructing a new neighborhood recreation center on the city's west side to support its population density.
4. Develop feasibility studies and business plans for each new or renovated recreation facility. This will achieve the maximum usage and productivity of each center. These studies will match program needs of the neighborhoods served by the facility.
5. Create design standards for indoor and outdoor recreation facilities to maximize its resources used by the greatest number of users.
6. Through effective partnerships with schools and other public and private agencies, the city could increase recreation space both indoor and outdoor to support the recreation needs of youth and adults. This will require all partners be involved in the planning process of new or renovated indoor and outdoor recreation space.
7. Where appropriate, develop a free or subsidized recreation rider program to support user access to all recreation centers in the city to support greater access and usage.

### Recreation Programs:

1. Establish Core and Non-Core programs  
The staff must set consistent standards for how programs are delivered and define methods they will use for evaluating user satisfaction for the services provided.
2. Create a pricing philosophy and standards for all departmental programs and services, city wide.  
To accomplish this, staff needs to review the true costs of services in terms of benefits received. This will require the city to update its pricing policy as well as to seek new earned income opportunities to offset operation costs. This may require the city to partner with the private or not-for-profit sector to assist in delivering programs while maintaining low user fees. A grant writer would assist the department in additional funding opportunities.
3. Establish customer service standards for all operations.
4. Establish citywide communication standards to encourage participation in programs and events for all age groups.
5. Enhance evaluation methods and maintain statistical records to support programming opportunities.
6. Enhance partnership opportunities to assist in offering recreation opportunities to a broader range of citizens

### Administrative:

1. Review and update all department policies every five years to support the goals of the department and to maximize public access to services.
2. Develop technology standards that provide for efficiency of operations and service delivery.
3. Provide volunteer opportunities in the department that provide lifetime experiences for members of the community when they volunteer their services. A dedicated staff person should oversee the volunteer opportunities.
4. Enhance human resource standards through licensing, accreditation, certification and training of personnel.
5. Enhance private or not-for-profit partnerships that provide services beyond the city's capability and/or for efficiency purposes.
6. Enhance and support the role of commissions, committees and advisory groups to maintain a constant flow of information both into and out of the Department.

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Many operating policies need to be updated regarding the goals outlined in the *Community Values Model* and Vision Matrix. These policies are outlined throughout the Strategic Master Plan through land acquisition, purchasing changes, pricing of service changes, design of parks and facility changes, development of facility and program standards, holding staff accountable to meet those standards, and organizational design changes to hire the right employee for the right job. These policy changes need to be adopted as part of the Strategic master Plan Study to maximize the desired outcomes.

Performance measures have been established in the development of this plan. Quarterly performance measures update need to be tracked. These results must be communicated to the City Manager and to the City Council regarding the staff's efforts to implement the recommendations. Many of the recommendations and strategies will require additional staff training to accomplish the desired impact.

Leon Younger & PROS and Rhodeside & Harwell, Inc. have appreciated the opportunity to develop the Strategic Plan for Open Space, Parks and Recreation services. The plan is implemental however; the City must act now to achieve the goals and vision of the community. This will require time, money, energy, and political will to make this Strategic Master Plan a reality.